

EXCOM 9049-81
3 September 1981

MEMORANDUM FOR: Executive Committee Members

FROM: Robert M. Gates
Director, DCI/DDCI Executive Staff

SUBJECT: Minutes of Executive Committee Meeting, 27 August 1981:
Awards

1. The Executive Committee met on 27 August 1981 to review the Agency award program. Admiral Inman chaired the session; participants included Messrs. McMahon (D/NFAC); Fitzwater (DDA); Stein (DDO); Taylor (ADDS&T); Lipton (Compt); Ware (D/EEO); Briggs (IG); [redacted] (Deputy GC); [redacted] (Acting D/OPP); and Glerum (D/OP). [redacted]

2. Admiral Inman explained that the DCI was concerned that the apparent frequency of award presentations, particularly of the Distinguished Intelligence Medal (DIM), might be derogating the overall value of Agency awards. Mr. Glerum added that the DCI had the impression that awards were being presented more for morale purposes at retirement than for recognizing achievement. Admiral Inman noted that Executive Committee views on this topic would be helpful before making any decisions. [redacted]

3. Mr. Lipton said he thought there had been more DIMs awarded lately and more at the time of retirement, but he acknowledged having no data to back up this perception. Mr. Fitzwater characterized the existing award program as being "about right" and advocated no changes. He emphasized that the Honor and Merit Awards Board takes its responsibilities very seriously and does its homework before approving any awards. He acknowledged that DIMs were given primarily to SIS members, but noted that progressing from a GS-7 to the SIS level during a Government career seemed an achievement in itself warranting recognition. The Career Intelligence Medal (CIM) is used to recognize outstanding service among lower graded employees. [redacted]

4. Mr. Briggs noted that the recent increase in retirements as the Agency completed its thirtieth year contributed to the increase in the number of awards. (During 1979-80, 50 percent of the Agency's SIS retired.) He added that he favored giving awards for specific activities or clusters of time rather than at the time of retirement. He also would prefer awarding the CIM for 25 years of service and eliminating the lower level awards. Mr. Stein said that he would be in favor of reserving individual awards for only exceptional contributions to the Agency. He noted his preference for increased use of unit citations to foster and reward cooperative efforts. Mr. McMahon concurred that the maturing of the Agency has contributed to an increase in the number of awards and said that he would be agreeable to saving the DIM for only exceptional contributions and moving away from awarding it on retirement. [redacted]

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5. Noting that he shared Mr. Fitzwater's views, Mr. Glerum said that he was generally comfortable with the existing award program. He advised that a significant number of award recommendations are turned down; the trend in the number of DIMs awarded is downward (26 in 1979, 22 in 1980, and 17 in 1981 -- see attached statistics); one-fourth of the DIMs are being presented prior to the time of retirement, and that healthy trend is slowly improving; and there has been a welcome increase in recognition of lower level employees who have made the difficult climb from GS-4 to GS-12 during their careers. He noted that more senior people retire without the DIM than with it. [redacted]

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6. Messrs. Taylor, Ware and [redacted] all thought the existing system was equitable and working well. Mr. Taylor reinforced earlier comments favoring increased use of unit citations. Mr. Glerum advised that there has been an increase in both meritorious unit citations and monetary awards. Members noted the importance of awards and award ceremonies to the recipients' families, who have often made significant sacrifices during the course of the recipients' careers. Members agreed that senior officials should try to take some time to visit with the families before or after the ceremonies. [redacted]

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7. Admiral Inman noted that in this era of pay caps, managers have no other way of recognizing employees' contributions except through awards. He then concluded that the broad consensus of the Executive Committee was that the current process was working well, and that while some aberrations may exist, on balance the system is equitable and serves the purposes of the Agency well. If the DCI wished to make some changes, the Committee would prefer to see the DIM as an achievement award rather than a retirement award, acknowledging that some exceptions will be necessary. The DDCI asked if members would favor creating another award or using an Intelligence Community award to recognize senior officials at retirement. Members did not want to create another award and explained that Community awards traditionally were not as meaningful to Agency employees as some means of Agency recognition. Some members noted that the CIM would be an appropriate award for retiring senior officials and using it as such would have the added benefit of upgrading its value for lower graded recipients. [redacted]

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8. The meeting was adjourned. [redacted]

Robert M. Gates

Attachment: Award Statistics

Distribution:

1 - DCI	1 - IG
1 - DDCI	1 - GC
1 - D/NFAC	1 - D/OPP
1 - DDO	1 - D/OP
1 - DDS&T	1 - EXCOM Chrono
1 - DDA	1 - EXCOM Subject (Misc.)
1 - Compt	1 - EXCOM Minutes
1 - D/EEO	1 - ER via ES

<u>Fiscal Year</u>	<u>Total Distinguished Intelligence Medals Awarded</u>	<u>Achievement</u>	<u>Retirement</u>	<u>Posthumous</u>	<u>SIS/Supergrade Retirement</u>
1970	5	0	5	0	31
1971	9	0	9	0	34
1972	8	0	8	0	48
1973	20	11	9	0	89
1974	30	11	19	0	63
1975	20	9	11	0	56
1976	21	15	6	0	44
Transitional Quarter	0	0	0	0	7
1977	9	3	5	1	26
1978	17	6	10	1	48
1979	24	6	17	1	80
1980	22	6	15	1	98
1981*	17	7	10	0	29
	<u>202</u>	<u>74</u>	<u>124</u>	<u>4</u>	<u>653</u>
TOTALS					

* Through 31 July 1981